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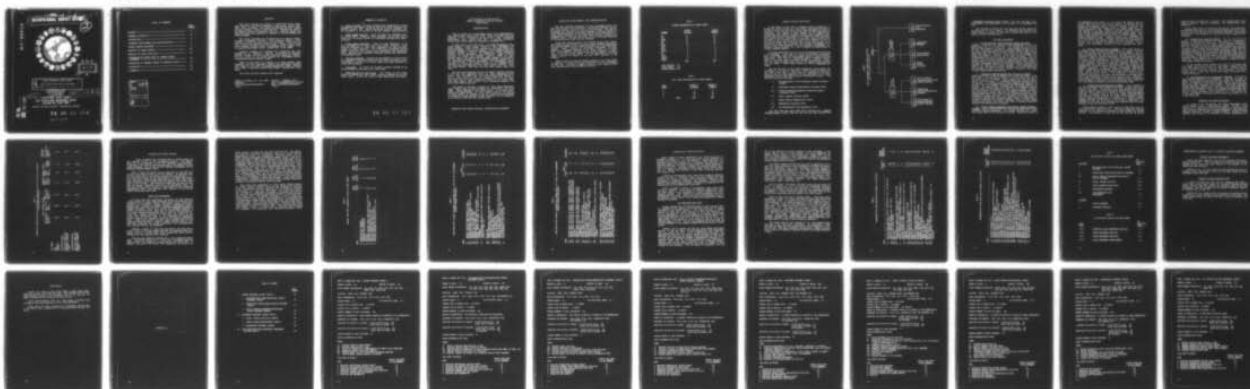
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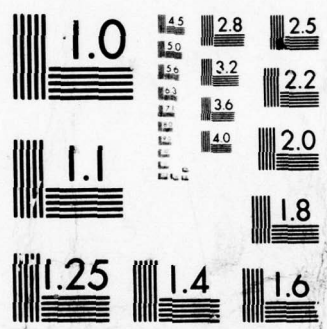
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PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Chapel Management career ladder (AFSCs 70130, 70150, 70170, and 70190). This project was directed by USAF Program Technical Training, Volume 2, dated April 1977. Authority for conducting specialty surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The survey instrument was developed by 1st Lt Rita M. Snyder, Inventory Development Specialist. First Lieutenant Michael J. Kelley analyzed the survey data and wrote the final report. This report has been reviewed and approved by Major Walter F. Kasper, Chief, Airman Career Ladders Analysis Section, Occupational Survey Branch, USAF Occupational Measurement Center, Lackland AFB, Texas, 78236.

Computer programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Occupational and Manpower Research Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Project Analysis and Programming Branch, Computational Sciences Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Survey Branch (OMY), Lackland AFB, Texas 78236.

This report has been reviewed and is approved.

JAMES A. TURNER, JR., Col, USAF
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SUMMARY OF RESULTS

1. Survey Coverage: Inventory booklets were administered to Chapel Management career ladder incumbents during the period November 1977 through February 1978. Survey results are based on responses from 546 incumbents or 80 percent of the 683 assigned 701X0 personnel.
2. Career Ladder Structure: Seven job types were identified within the career ladder. Based on tasks performed, six of these groups formed into two larger clusters of supervisory personnel and support personnel.
3. Career Ladder Progression: There are clear differences in the tasks performed by 5- and 7-skill level DAFSC personnel. Tasks primarily performed by 5-skill level respondents are those providing support to chapel operations. The 7-skill level respondents perform support tasks but also perform many supervisory and management tasks. Nine-skill level respondents primarily perform only supervisory and management tasks.
4. AFR 39-1 Evaluation: Specialty job descriptions for all skill levels were compared to the survey data and were found to present a clear, comprehensive overview of the major duties and tasks performed by career field incumbents.
5. STS Review: The 701X0 STS provides excellent coverage of the tasks performed by personnel in the career field.
6. Comparison With The 1972 Survey: The results of this report appear to validate the career ladder structure reported in the 1972 survey report. Overall, the results of both reports were very similar.

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OCCUPATIONAL SURVEY REPORT
CHAPEL MANAGEMENT CAREER LADDER
(AFSC 701X0)

INTRODUCTION

This is a report of an occupational survey of the Chapel Management career ladder (AFSCs 70130, 70150, 70170, and 70190) which was completed by the Occupational Survey Branch, USAF Occupational Measurement Center, during April 1978. A previous occupational survey of this career ladder was published in December 1973.

In 1972, prior to the 1973 survey, the Chapel Management career ladder adopted a single manager concept to reduce management and control problems. Prior to 1972, personnel in the career ladder were generally assigned to individual chaplains. This arrangement presented numerous problems in terms of coordinating the various professional program, financial management, and administrative support functions necessary to support the chaplains. However, under the single manager concept, the ranking enlisted member assigned to the installation was made responsible to the command/installation chaplain for all the administrative, financial management, and professional support necessary to support the chaplain function at the installation level. This individual was designated as the Chief, Support Activities. Under this single manager, there were the three major support areas listed above.

The 1973 study indicated that the "on paper" structure instituted in 1972 had been implemented within the Chapel Management career ladder. Now, five years later, this survey should reflect whether or not the career ladder structure has remained stable over the years. There have been no major classification changes in the career ladder since 1972; however, there has been a drop in personnel assigned, from 837 in 1973 to 683 in late 1977.

This report is intended to examine the 701X0 Chapel Management career ladder based on tasks performed by individuals in the career ladder. Topics discussed in this report include: (1) Inventory Development and Administration, (2) Career Ladder Structure, (3) Analysis of DAFSC groups, (4) Analysis of AFR 39-1 Specialty Job Descriptions (5) Analysis of 701X0 Specialty Training Standard, and (6) Comparison of the current survey with the previous study.

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INVENTORY DEVELOPMENT AND ADMINISTRATION

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-701-308. The survey instrument from the 1973 study served as a basis for the new task inventory. The previous instrument was expanded and refined through a thorough research of career field publications and directives and personal interviews with 10 subject-matter specialists at four bases (Kelly, Keesler, Lackland, and Randolph AFBs). The final result was a survey instrument consisting of 216 tasks grouped under nine duty headings.

During the period November 1977 through January 1978, consolidated base personnel offices in operational units worldwide administered the inventory booklets to job incumbents holding the Chapel Management DAFSCs. Table 1 reflects the percentage distribution, by major command, of assigned personnel in the career ladder as of October 1977. Also reflected is the distribution, by major command, of respondents in the final survey sample. The 546 respondents in the final sample represent 80 percent of the total AFSC population of 683 members.

Table 2 shows the percent members assigned to the career ladder by skill level, as well as the percent distribution of survey respondents by skill level. Generally, it appears that the survey sample provides good representation of all MAJCOMs and DAFSCs.

TABLE 1

COMMAND REPRESENTATION OF SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT ASSIGNED</u>	<u>PERCENT SAMPLED</u>
SAC	19	19
ATC	14	16
USAFE	13	13
TAC	12	13
MAC	12	12
PACAF	8	7
AFSC	4	4
AFLC	4	4
ADCOM	3	3
AU	2	2
AAC	2	2
USAFA	2	2
USAFSS	2	2
OTHER	3	1
	<u>100</u>	<u>100</u>

TOTAL ASSIGNED - 683

TOTAL SAMPLED - 546

PERCENT SAMPLED- 80%

TABLE 2

SKILL LEVEL REPRESENTATION OF SURVEY SAMPLE

<u>SKILL LEVEL</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
3	4	9
5	60	53
7	30	30
9	6	8
	<u>100</u>	<u>100</u>
TOTAL		

CAREER LADDER STRUCTURE

A key aspect of the USAF occupational analysis program is to examine the actual structure of career fields--what people are doing in the field (rather than how official career field documents say they are organized). This analysis is made possible by the Comprehensive Occupational Data Analysis Programs (CODAP) which generate a hierarchical clustering of all jobs based on the similarity of tasks performed. This process permits identification of the major types of work being performed in the occupation (career field) and is analyzed in terms of the job description and background data of each type of job. This information is then used to examine the accuracy and completeness of present career field documents (AFR 39-1 Specialty Descriptions, and Specialty Training Standard, etc.) and to formulate an understanding of current utilization patterns.

The basic identifying group used in the hierarchical job structuring is the Job Type. A job type is a group of individuals who perform many of the same tasks and spend similar amounts of time performing these tasks. When there is a substantial degree of similarity between different job types, they are grouped together in a Cluster. Finally, there are often specialized jobs that are too dissimilar to be grouped into any cluster. These unique groups are labeled Independent Job Types.

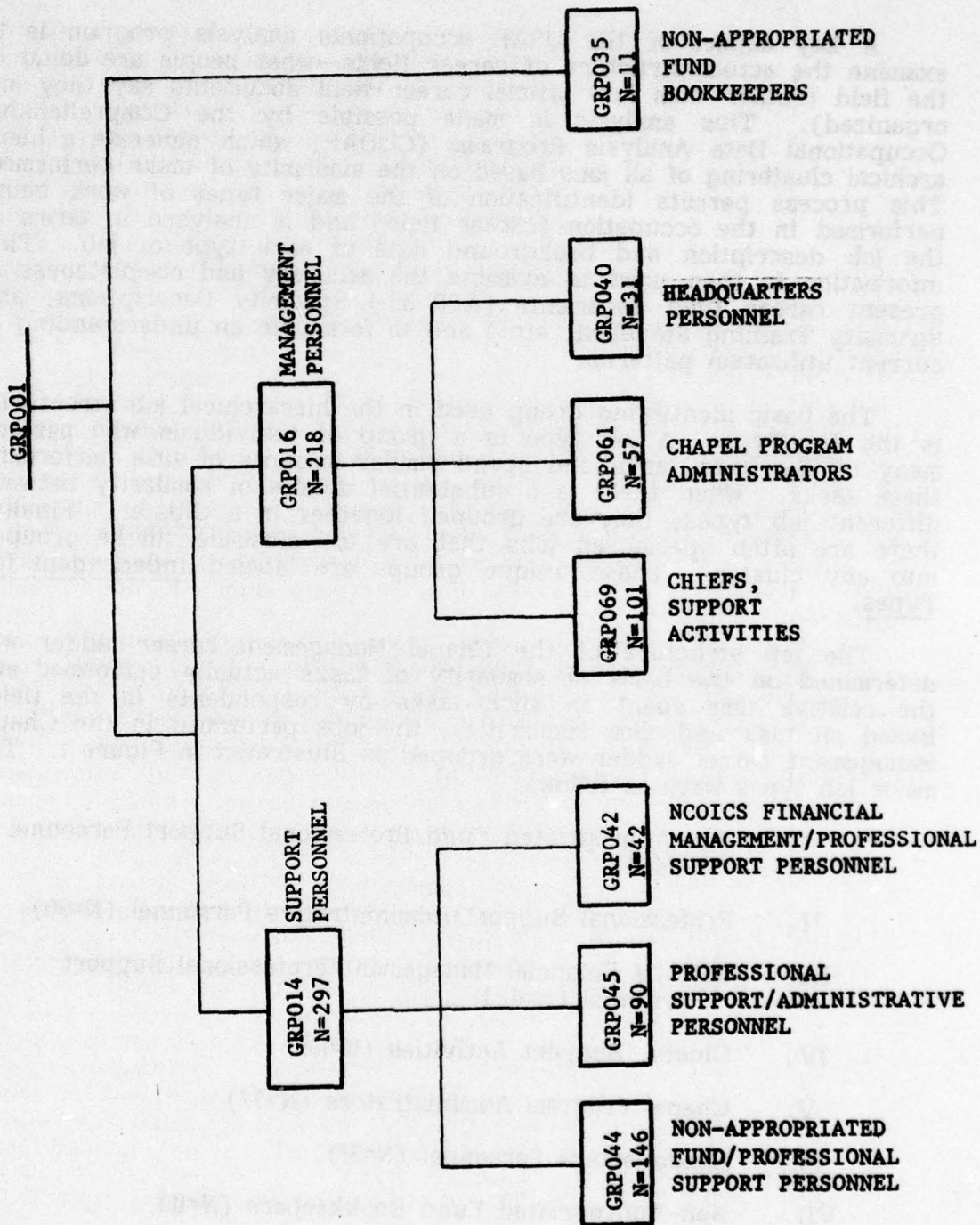
The job structure of the Chapel Management career ladder was determined on the basis of similarity of tasks actually performed and the relative time spent on such tasks by respondents in the field. Based on task and time similarities, the jobs performed in the Chapel Management career ladder were grouped as illustrated in Figure 1. The major job types were as follows:

- I. Non-Appropriated Fund/Professional Support Personnel (N=146)
- II. Professional Support/Administrative Personnel (N=90)
- III. NCOICs Financial Management/Professional Support Personnel (N=42)
- IV. Chiefs, Support Activities (N=101)
- V. Chapel Program Administrators (N=57)
- VI. Headquarters Personnel (N=31)
- VII. Non-Appropriated Fund Bookkeepers (N=11)

The first three job types listed above clustered into a Support Personnel Cluster (N=297), while the next three job types clustered into

FIGURE 1

CHAPEL MANAGEMENT CAREER LADDER STRUCTURE
AFSC 70130/70150/70170/70190



a Management Personnel Cluster (N=218). The last job type, Non-Appropriated Fund Bookkeepers, was identified as an independent job type.

The respondents forming these job types and clusters account for 96 percent of the survey sample. The remaining four percent of the sample consists of unique jobs which did not group with any of the job types or clusters described above.

Job Type Descriptions

I. Non-Appropriated Fund/Professional Support Personnel (GRP044). This job type consists of 146 respondents, of which 95 percent hold the 3- or 5-skill level. The average time in the career field for these members is 38 months. Group members use most of their job time (31 percent) performing Professional Support tasks such as preparing chapel facilities for worship services and neutralizing chapel altars after services. However, these tasks are also commonly performed by members of the next two job types discussed. Thus, the distinguishing feature of this group is that group members spend 29 percent of their job time providing non-appropriated fund (NAF) support. Common tasks in this area include depositing chaplain fund receipts in the bank, maintaining chaplain fund accounting records, and preparing agendas for chaplain fund council meetings. These individuals and those in the next group discussed generally work under supervision and direction of either the Chiefs, Support Activities or the Chapel Program Administrators discussed later.

II. Professional Support/Administrative Personnel (GRP045). Eighty-two percent of the 90 members of this job type hold a 5-skill level DAFSC. The average pay grade is 3.4, while the average time in the career field is 32 months. Group members use their job time to perform three functions: (1) providing professional program support (39 percent); (2) performing general chapel administration activities (23 percent); and (3) operating equipment and maintaining facilities (20 percent). As stated earlier, the performance of professional program support tasks is fairly common with other job type groups. However, the unique feature of this group is that members augment the performance of program support tasks with the performance of general chapel administration tasks. These tasks include drafting publicity materials, maintaining documentation files, and preparing work order requests. As with the performance of program support tasks, the performance of equipment operation and facility maintenance tasks is fairly common across several groups, and include such tasks as cleaning ecclesiastical equipment and operating lawn equipment.

III. NCOICs Financial Management/Professional Support Personnel (GRP042). Most of the 42 members of this job type gave their job title as NCOIC Financial Management. The average pay grade is 4.7, somewhat higher than for the previous two groups. Ninety-five percent of

the respondents have either a 5- or 7-skill level DAFSC, with the average time in the career field being 68 months. As with the first two groups, these members spend a fairly large amount of their job time performing professional program support, equipment operation, and facility maintenance tasks. Members of this group differ, however, from members in the other groups in that they spend 20 percent of their job time accomplishing appropriated fund support tasks. These tasks include annotating invoices for service or material received, maintaining appropriated fund custodian records, and preparing and processing material requests. Although group members are in charge of one of the three major chaplain support functions (see INTRODUCTION section), the job appears to require only one individual. Only 21 percent (nine respondents) indicated that they supervise other individuals.

IV. Chiefs, Support Activities (GRP069). This group consists of 101 members, many of whom call themselves Chief, Support Activities. Thus, most are the senior NCO assigned at their installation. As such, they are responsible for insuring that the chaplains are provided the professional program, financial management, and administrative support required. Ninety-six percent of the members indicated they supervised an average of four subordinates. An analysis of the tasks performed by group members show that the tasks most commonly performed relate to the inspection, evaluation, organizing, planning, directing, and implementation of chapel programs and procedures. These tasks include assigning personnel to duty positions, establishing organizational policies, implementing management resources programs, and writing APRs. Ninety percent of the incumbents have a pay grade of E-6 or above, with 95 percent having a 7- or 9-skill level. On the average, incumbents have been in the career field 182 months, an average second only to the Headquarters Personnel group (Job Type VI). Generally, a much smaller percentage of these group members perform professional program support, appropriated and non-appropriated fund, administrative, and equipment operation and facilities maintenance tasks.

V. Chapel Program Administrators (GRP061). The 57 members of this group provided a wide variety of job titles, in some cases giving three or four titles. An analysis of the tasks performed and direct telephone contacts with several individuals revealed that these respondents are often serving as the NCOIC of several chapel management functions. In addition, some are the Chief, Support Activities (Senior NCO assigned) acting as either the NCOIC of Professional Program Support, Financial Management, or Administration. Several members indicated that they are the NCOIC of two or more of these jobs. The possibility of this type of job existing was recognized when the single-manager concept was introduced in 1972.

Group members perform a wide variety of tasks that cover the entire spectrum of chapel functions. These tasks range from assigning personnel to duty positions to preparing chapel facilities for worship services. This appears to result from the fact that only 46 percent

supervise other personnel and, therefore, must perform most of the chapel preparation, financial management, and administrative tasks themselves.

Group members have an average of 104 months in the career field, somewhat less time than the Chiefs, Support Activities group (Job Type IV) and much more than the first three groups described. The average paygrade is 5.1, also somewhat less than for the Chiefs, Support Activities group.

VI. Headquarters Personnel (GRP040). All but two of the 31 members of this group indicated that they work at a headquarters MAJCOM or numbered Air Force level. The remaining two respondents indicated they worked with the 3300th Support Squadron at Randolph AFB, TX. Members use most of their job time inspecting and evaluating (36 percent) and planning and organizing (22 percent). Most commonly performed tasks in these duties include developing criteria for staff assistance/surveillance visits; evaluating administrative forms, files, or procedures; evaluating job descriptions; and inspecting and evaluating OJT programs. Group members spend very little time performing professional program support tasks or appropriated or non-appropriated fund tasks. Group members do, however, perform a number of administrative tasks required by their job.

On the average, group members have been in the career field much longer (223 months) and have a much higher average pay grade (7.5) than members of any other job type group. However, only 46 percent of the incumbents supervise other personnel. Sixty-eight percent carry a 9-skill level DAFSC and another 29 percent have a 7-skill level DAFSC.

VI. Non-Appropriated Fund Bookkeepers (GRP035). The final job type identified consists of 11 respondents. Their job can simply be defined as providing non-appropriated fund support for chaplain programs. Few members of this group perform tasks in any of the other duty areas; thus, this group is very distinct. Typical tasks performed include depositing chaplain fund receipts in the bank, maintaining chaplain fund accounting records, and preparing and processing chaplain fund council minutes. None of the members supervise other personnel. Average pay grade of the members is 3.6. The average time in the career field is 36 months and 91 percent have either a 3- or 5-skill level DAFSC.

Summary of Job Type Descriptions

As stated in the introduction, the Chapel Management career ladder operates under a single-manager concept. As part of this concept, it is stated that in spite of installation size, there are three major functions (administration, financial management, and professional support) necessary to support the chaplain program. All three of these functions were found to be performed by survey respondents and,

generally, it was found that a number of respondents perform tasks in two or more of these functions. Likewise, it was recognized in the single-manager concept that some Chiefs, Support Activities (senior NCO assigned) would necessarily serve as the NCOIC of one or more of these functions. Also, it was recognized that some personnel other than the Chief, Support Activities would serve as the NCOIC of two or more of these support functions. Survey data showed this to be true in a number of cases. The Chapel Program Administrators group actually fits the mold of the manager wearing two "hats". Clearly, the single manager concept is working as projected in its inception and the modifications projected, as a function of base size, have in fact occurred as planned.

Cluster Descriptions

As stated earlier, when there is a substantial degree of similarity between different job types, they are grouped together in a cluster. A cluster provides a general description of the major types of jobs performed in a career ladder. The clustering is based on a common core of tasks performed and pulls several job types into one larger group. However, a cluster may not just contain the members of the job type groups. It may also contain respondents whose pattern of tasks performed was too different to meet job type criteria, but which is similar enough to allow membership in the less discrete cluster.

Two clusters are identified in the Chapel Management career ladder. These are discussed below.

I. Support Personnel (GRP014). This cluster contains 297 members; 278 members from the first three job types discussed, Non-appropriated Fund/Professional Support Personnel; Professional Support/Administrative Personnel; and NCOICs Financial Support/Professional Support Personnel. The 19 remaining members do not meet job type criteria but clearly belong to this cluster. Group members cluster based on their common performance of both professional program support and equipment operation and facilities maintenance tasks. Likewise, members commonly perform a number of administrative support tasks.

A general description of the group would include that the average paygrade is 3.8 and the average time in the career field is 42 months. Over 75 percent have a 5-skill level DAFSC. Table 3 provides, by job types, expressed job interest and perceived utilization of talents and training. Seventy-one percent of all cluster members feel that their job is interesting. This varies by job type in the cluster from a low of 65 percent for the Professional Support/Administrative Personnel to a high of 76 percent for the NCOICs Financial Management/Professional Support Personnel groups. In addition, 71 percent of the cluster members feel their talents are also being used fairly well or better and 85 percent feel their training is being used fairly well or better. The job type

with the lowest perceived utilization of talents is the Professional Support/Administrative Personnel group (61 percent) while the highest is the Non-Appropriated Fund/Professional Support Personnel group (79 percent). Both the Professional Support/Administrative Support Personnel group and the NCOICs Financial Management/Professional Support group have the lowest perceived utilization of training (81 percent). The Non-Appropriated Fund/Professional Support group have the highest perceived utilization at training (88 percent). Generally, the perceived utilization of training is fairly consistent for each of the job groups in the cluster.

II. Management Personnel (GRP016). One-hundred eighty-nine of the 218 members of this cluster belong to three job types: Chiefs, Support Activities; Chapel Program Administrators; and Headquarters Personnel. This cluster results since group members perform the same type of supervisory and management tasks. Twenty-one percent have a 5-skill level, 54 percent a 7-skill level, and 19 percent a 9-skill level DAFSC. The average pay grade is 6.2 and the average time in the career ladder is 165 months.

Eighty-eight percent of the cluster members indicated that they found their job interesting. Only the Chapel Program Administrators group have a lower expressed job interest (84 percent). Ninety-two percent of the incumbents perceive that their talents are being used fairly well or better, while 95 percent perceive their training are being used fairly well or better. Generally, each of the job types in the cluster have equal perceptions of utilization of talents and training. Overall, the expressed job interest and perceived utilization of talents and training for the Management Personnel cluster is much higher than for the Support Personnel cluster (see Table 3).

Independent Job Type

The Non-Appropriated Fund Bookkeepers were identified as an independent job type. As such, they did not cluster with any of the other job types. They have already been described in general, but a brief mention is given here of their expressed job interest and perceived utilization of talents and training. Only 49 percent felt their job was interesting. This is the lowest of all the job types identified. However, 82 percent perceive that their talents are being used fairly well or better. This is higher than for the Support Personnel cluster but lower than for the Management Personnel cluster. Only 64 percent felt their training is being used fairly well or better. This is the lowest for all job types identified (see Table 3).

Appendix A provides a more complete breakdown of the job type and cluster data presented above.

TABLE 3

EXPRESSED JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS AND TRAINING FOR JOB TYPES AND CLUSTERS
(PERCENT MEMBERS RESPONDING)

JOB INTEREST	SUPPORT PERSONNEL CLUSTER			MANAGEMENT PERSONNEL CLUSTER			INDEPENDENT JOB TYPE
	NON-APPROP FUND/ PROF SUPPORT (GRP044)	PROF SUPPORT/ ADMIN (GRP045)	NCOIC FINANCIAL MGMT/ PROF SUPPORT (GRP042)	CHIEF SUPPORT ACTIVITIES (GRP069)	CHAPEL PROGRAM ADMIN (GRP061)	HDQTRS PERSONNEL (GRP040)	
DULL	12	16	19	0	7	3	9
SO-SO	14	18	5	7	9	3	45
INTERESTING	70	65	76	90	84	91	46
NO REPLY	4	1	0	3	0	3	0
UTILIZATION OF TALENTS							
NOT AT ALL TO VERY LITTLE	21	39	26	6	9	3	18
FAIRLY WELL TO VERY WELL	66	57	57	61	82	45	73
EXCELLENTLY TO PERFECTLY	13	4	17	31	9	52	9
NO REPLY	0	0	0	2	0	0	0
UTILIZATION OF TRAINING							
NOT AT ALL TO VERY LITTLE	11	19	19	6	4	3	36
FAIRLY WELL TO VERY WELL	72	69	64	56	80	36	55
EXCELLENTLY TO PERFECTLY	16	12	17	38	16	58	9
NO REPLY	1	0	0	0	0	3	0

ANALYSIS OF DAFSC GROUPS

Tasks performed and background data of DAFSC groups are also examined as part of each occupational analysis. This analysis allows for the identification of skill level differences and similarities. Furthermore, this data by DAFSC groups aids in the analysis of career ladder documents, such as the AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS).

Table 4 shows the relative percent time spent by all skill level groups on the various duties in the job inventory. As expected, there are clear differences in the relative percent time spent by the 5-, 7-, and 9-skill level groups on the various duties. Five-skill level respondents use most of their job time performing support tasks, while 7-skill level respondents tend to spread their job time out over all the duties listed in the inventory. The 9-skill level respondents use most of their time (69 percent) performing supervisory and management tasks. All skill level groups spend virtually the same amount of time performing administrative tasks, with generally little difference in the percent members performing these tasks.

Skill Level Descriptions

For the 5-skill level respondents, the pattern of tasks performed closely parallels the tasks being performed by the first three job types identified in the CAREER LADDER STRUCTURE section (Non-Appropriated Fund/ Professional Support Personnel, Professional Support/Administrative Personnel, and NCOICs Financial Management/Professional Support Personnel). These three groups are composed primarily of 5-skill level personnel and, along with the DAFSC 70150 personnel in the Chapel Program Administrators group, define the 5-skill level job. Tasks most commonly performed by these job type groups and the 5-skill level respondents relate to the performance of professional program support and equipment operation and facilities maintenance tasks. These tasks include restoring chapel facilities after use and preparing chapel facilities to support catholic worship services. Five-skill level incumbents also handle appropriated and non-appropriated fund accounts, records, and equipment.

Although a number of 5-skill level respondents gave their title as NCOIC of one of the major chapel functions, few supervise other personnel. Only 18 of the 292 DAFSC 70150 respondents (seven percent) indicated that they supervise other personnel.

There are clear differences between the 5- and 7-skill level respondents. Sixty-nine percent of the 7-skill level respondents supervise other personnel (as compared to seven percent for 5-skill level). In addition, over half of the DAFSC 70170 respondents are found in the

Chiefs, Support Activities job type group (Job Type IV). The remaining 7-skill level personnel are primarily found in the Chapel Program Administrators group, the Headquarters Personnel group, and the NCOIC Financial Management/Professional Support Group. This diversity of job types in which these respondents are found shows that the 7-skill level job is much broader than that of the 5-skill level. These respondents perform many of the same tasks performed by 5-skill level respondents, with the exception of non-appropriated fund tasks. Table 5, which lists tasks most clearly differentiating between 5-and 7-skill level respondents, shows that a higher percentage of 5-skill level respondents perform nonappropriated fund tasks. The table also shows that a higher percentage of 7-skill level respondents perform management and supervisory tasks than are performed by 5-skill level respondents. The performance of these tasks fits the role of the 7-skill level respondent as a manager of people and programs. These tasks include writing APRs, determining work priorities, and counseling subordinate personnel on personal or military related problems.

The 9-skill level respondents are fairly equally divided between the Chiefs, Support Activities group and the Headquarters Personnel group. Seventy-seven percent supervise other personnel, as compared to 69 percent for 7-skill level respondents. The 9-skill level respondent functions as a supervisor and manager of programs and personnel and uses little time performing professional program or financial management support tasks. The primary difference, in terms of tasks performed, between 7-and 9-skill level respondents is in the performance of professional program support, appropriated fund, and inspection and evaluation tasks. Table 6 shows those tasks which most clearly differentiate between 7-and 9-skill level respondents. Generally, more 9-skill level respondents perform evaluation tasks. These tasks include writing staff studies, surveys, or special reports, inspecting and evaluating OJT programs, and conducting staff assistance/surveillance visits.

TABLE 4
PERCENT TIME SPENT PERFORMING DUTIES BY DAFSC GROUPS

DUTY	DAFSC 70130 (N=47)	DAFSC 70150 (N=292)	DAFSC 70170 (N=193)	DAFSC 70190 (N=43)
A ORGANIZING AND PLANNING	3	5	15	23
B DIRECTING AND IMPLEMENTING	4	5	13	15
C INSPECTING AND EVALUATING	4	6	19	31
D TRAINING	1	2	6	8
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	15	16	14	13
F PROVIDING NONAPPROPRIATED FUND (NAF) SUPPORT	19	16	5	1
G PROVIDING APPROPRIATED FUND SUPPORT	3	6	9	3
H PROVIDING PROFESSIONAL PROGRAM SUPPORT	34	29	12	2
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	17	15	7	4

TABLE 5

TASKS WHICH MOST CLEARLY DIFFERENTIATE BETWEEN DAFSC 70150 AND 70170 RESPONDENTS
(PERCENT MEMBERS PERFORMING)

TASK	DAFSC		DIFFERENCE
	70150	70170	
F1 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK	72	26	+45
F4 MAINTAIN CHAPLAIN FUNDS ACCOUNTING RECORDS	50	9	+41
F10 PREPARE AND PROCESS CHAPLAIN FUNDS COUNCIL MINUTES	52	11	+41
F5 MAINTAIN CHAPLAIN FUNDS PROPERTY	51	11	+40
F16 PURCHASE CHAPLAIN FUNDS ITEMS	56	17	+39
F13 PREPARE CHAPLAIN FUNDS RECEIPTS FOR DEPOSIT	52	13	+39
F17 RECEIVE, INSPECT FOR DAMAGE, AND INVENTORY CHAPLAIN FUNDS PURCHASES	53	14	+39
F8 MAKE PRE-SERVICE PREPARATION OF CHAPEL OFFERING CERTIFICATE FORMS (AF FORM 1419)	50	13	+37
C26 WRITE APRs	8	69	-61
B4 COUNSEL SUBORDINATE CHAPEL MANAGEMENT PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS	17	78	-61
A22 SCHEDULE LEAVES, PASSES, OR TDY	12	72	-60
A19 PREPARE JOB DESCRIPTIONS	17	77	-60
C10 EVALUATE JOB DESCRIPTIONS	14	73	-59
B19 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 70150) PERSONNEL	15	72	-57
A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OIs), OR STANDING OPERATING PROCEDURES (SOPs)	15	72	-57
A1 ASSIGN PERSONNEL TO DUTY POSITIONS	10	66	-56

TABLE 6

TASKS WHICH MOST CLEARLY DIFFERENTIATE BETWEEN DAFSC 70170 AND 70190 RESPONDENTS
(PERCENT MEMBERS PERFORMING)

TASK	DAFSC		DIFFERENCE
	70170	70190	
H17 PREPARE CHAPEL FACILITIES TO SUPPORT CATHOLIC SACRAMENTAL RITES	60	5	+55
H19 PREPARE CHAPEL FACILITIES TO SUPPORT CATHOLIC WORSHIP SERVICES	64	9	+55
H25 PREPARE CHAPEL FACILITIES TO SUPPORT GENERAL PROTESTANT WORSHIP SERVICES	63	9	+54
H16 PREPARE CHAPEL FACILITIES FOR MEMORIAL/FUNERAL SERVICES	58	5	+53
H23 PREPARE CHAPEL FACILITIES TO SUPPORT GENERAL PROTESTANT SACRAMENTAL RITES	58	5	+53
I15 RESTORE CHAPEL FACILITIES AFTER USE	63	14	+49
H15 PREPARE CHAPEL FACILITIES FOR ECUMENICAL SERVICES	58	9	+49
H8 NEUTRALIZE CHAPEL ALTAR AFTER SERVICES	58	9	+49
G13 PREPARE TEMPORARY ISSUE RECEIPT FORMS (AF FORM 1297)	56	12	+44
H2 COORDINATE WITH LAY PERSONNEL IN SUPPORT OF RELIGIOUS EDUCATION ACTIVITIES	61	19	+42
I4 CLEAN ECCLESIASTICAL EQUIPMENT	47	5	+42
H18 PREPARE CHAPEL FACILITIES TO SUPPORT CATHOLIC SPIRITUAL RENEWAL PROGRAMS	42	0	+42
B20 SUPERVISE CHAPEL MANAGEMENT TECHNICIAN (AFSC 70170) PERSONNEL	25	77	-52
C29 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS	45	91	-46
C3 CONDUCT STAFF ASSISTANCE/SURVEILLANCE VISITS	13	53	-40
C25 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	27	67	-40
C19 INSPECT AND EVALUATE OJT PROGRAMS	42	77	-35
A6 DEVELOP AND RECOMMEND CHAPEL MANAGEMENT MANPOWER REQUIREMENTS	36	70	-34
C17 INDORSE AIRMAN PERFORMANCE REPORTS (APR)	15	49	-34
C28 WRITE RECOMMENDATIONS FOR AWARDS	59	91	-32

ANALYSIS OF TASK DIFFICULTY

From a listing of airmen identified for the 701X0 job survey, 75 incumbents holding a 7- or 9-skill level from various commands and locations were selected to rate task difficulty. Tasks were rated on a nine-point scale from extremely low to extremely high difficulty, with difficulty defined as the length of time it takes an average incumbent to learn to do the task. Interrater reliability (as assessed through components of variance of standardized group means) among the 58 raters was .97. Ratings were adjusted so that tasks of average difficulty have rating of 5.00.

A listing of representative tasks rated above average in difficulty is given in Table 7. Generally, tasks rated most difficult are those related to the conduct of training and the evaluation, supervision, and management of personnel, programs, and procedures. Tasks usually rated as only slightly above average in difficulty are administrative and appropriated and non-appropriated funds tasks.

Table 8 provides a listing of representative tasks rated below average in difficulty. These tasks are generally administrative tasks and tasks related to the preparation of chapel facilities for various religious services. Also included are some appropriated and non-appropriated fund tasks. Tasks that were most consistently rated as the easiest are those related to the cleaning and maintenance of chapel facilities and grounds.

Job Difficulty Index (JDI)

Having computed the task difficulty index for each inventory item, it is possible to also compute the Job Difficulty Index (JDI) for groups identified in the survey analysis. This index provides a relative measure of which jobs, when compared to other jobs identified, are more or less difficult. The JDI is based on an equation using number of tasks performed and the average difficulty per unit time spent. The index ranks jobs on a scale of 1 for very easy jobs to 25 for very difficult jobs. The indices are then adjusted so that the average job difficulty index is 13.00. The JDI was computed for the job types and clusters identified in the CAREER LADDER STRUCTURE and for DAFSC groups.

Tables 9 and 10 present the JDIs for career ladder and DAFSC groups. Of the job types, the Non-Appropriated Fund Bookkeepers have the lowest JDI (6.6). This is appropriate since most non-appropriated fund tasks are rated at average or below average in task difficulty and these are the primary tasks performed by this group. The JDI for the Professional Support/ Administrative Personnel is 8.5, somewhat higher than for the Non-Appropriated Fund Bookkeepers. However, most of the tasks performed by the Professional Support/ Administrative Personnel group were also rated at average or below average in task difficulty. This can partly be explained in that the

JDI is also effected by average number of tasks performed. If two groups perform tasks of equal difficulty, the group performing the highest average number of tasks would have a higher JDI. In this case, the Non-Appropriated Fund Bookkeepers perform an average of only 29 tasks as compared to an average of 63 tasks for the Professional Support/Administrative Personnel.

The Chiefs, Support Activities job type had the highest JDI (18.8). Since the tasks performed by these individuals are primary the management and supervisory tasks rated consistently as above average in difficulty, this appears appropriate. The Chapel Programs Administrators group had the next highest JDI (18.4). Although these individuals performed a higher average number of tasks than members of the Chiefs, Support Activities group (125 tasks vs 98 tasks), they perform so many tasks rated at below average in difficulty (professional support, non-appropriated fund, equipment operation, and facility maintenance tasks) that it tends to lower their JDI.

For the clusters, the Support Personnel cluster had the lowest JDI (10.3) as compared to the 17.5 JDI for the Management Personnel cluster. An examination of the task difficulties of the tasks performed by personnel in these clusters shows that the tasks primarily performed by members of Support Personnel cluster are generally rated as less difficult than those performed by members of the other cluster.

Table 10 shows JDI data for DAFSC groups. These JDIs appear appropriate in terms of the task difficulties for tasks performed at the various skill levels. As pointed out in the DAFSC section, there are clear differences in the tasks performed by 5- and 7-skill level respondents. Likewise, there are clear differences in the JDIs for these two skill levels. The 7-skill level DAFSC JDI is 16.5 and the 5-skill level DAFSC JDI is 11.0. The reason for the variance is clear. More DAFSC 70170 respondents perform the supervisory and managerial tasks which were generally rated as average or above average in difficulty. However, the 70150 DAFSC respondents primarily perform professional program, administrative, appropriated and non-appropriated fund, equipment operation, and facility maintenance support tasks which were generally rated at average or below average in difficulty.

The 9-skill level JDI was computed at 17.0, only slightly higher than that of the 7-skill level respondents. The commonality of tasks performed by these two skill groups accounts for the similarity in JDIs. The fact the 7-skill level respondents also perform a number of support tasks rated low in difficulty, generally accounts for the small difference in JDIs.

TABLE 7

REPRESENTATIVE TASKS RATED ABOVE AVERAGE IN DIFFICULTY

TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
D11 DEVELOP COURSE CURRICULA, PLANS OF INSTRUCTION (POIs), OR SPECIALTY TRAINING STANDARDS (STs)	7.58	3
A28 SERVE ON SPECIALTY KNOWLEDGE TEST (SKT) TEAMS	7.30	4
G14 SERVE AS COST CENTER MANAGER	7.19	29
C26 WRITE APRs	6.99	31
G8 PREPARE CHAPLAIN ANNUAL BUDGET ESTIMATE AND FINANCIAL PLAN (APPROPRIATED FUNDS) FORMS (AF FORM 3082)	6.72	33
B4 COUNSEL SUBORDINATE CHAPEL MANAGEMENT PERSONNEL ON PERSONAL OR MILITARY RELATED PROBLEMS	6.54	40
B18 SUPERVISE APPRENTICE CHAPEL MANAGEMENT SPECIALIST (AFSC 70130) PERSONNEL	6.35	22
C21 INSPECT CHAPLAIN FUNDS ACCOUNTING RECORDS	6.19	44
D14 DETERMINE TRAINING REQUIREMENTS	6.15	25
A16 PLAN RELIGIOUS EDUCATION WORKSHOPS OR TEACHER TRAINING SESSIONS	6.05	8
D6 CONDUCT QJT	6.02	34
B19 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 70150) PERSONNEL	5.94	33
A10 ESTABLISH PERFORMANCE STANDARDS	5.84	33
B9 IMPLEMENT MANAGEMENT RESOURCES PROGRAMS	5.76	31
A5 DETERMINE WORK PRIORITIES	5.64	59
E23 PREPARE OR REVIEW CHAPLAIN STATISTICAL AND FACILITY UTILIZATION REPORT FORMS (AF FORM 1270)	5.55	44
A20 PRESENT BRIEFINGS	5.45	41
E5 DRAFT OFFICIAL MESSAGES	5.32	53
F14 PREPARE CHAPLAIN FUNDS SERVICE CONTRACTS	5.22	33
H33 PROVIDE FINANCIAL, MATERIEL, OR ADMINISTRATIVE SUPPORT TO LAY PERSONNEL	5.13	60

TABLE 8

REPRESENTATIVE TASKS RATED BELOW AVERAGE IN DIFFICULTY

TASK	DIFFICULTY INDEX	PERCENT MEMBERS PERFORMING
E17 MAINTAIN SUSPENSE FILES	4.93	41
G2 DISPOSE OF EXCESS OR UNSERVICEABLE APPROPRIATED FUND PROPERTY	4.82	33
E24 PREPARE TEMPORARY DUTY (TDY) ORDERS	4.73	36
A30 SUPPORT SPONSOR PROGRAMS FOR NEWLY ASSIGNED PERSONNEL	4.73	48
B13 MONITOR CONTRACT JANITORIAL ACTIVITIES	4.52	45
F16 PURCHASE CHAPLAIN FUNDS ITEMS	4.51	41
G4 INVENTORY APPROPRIATED FUND EQUIPMENT	4.42	36
E13 MAINTAIN CIVILIAN AUXILIARY CHAPLAIN RECEIVING REPORTS	4.34	11
H16 PREPARE CHAPEL FACILITIES FOR MEMORIAL/FUNERAL SERVICES	4.32	69
H20 PREPARE CHAPEL FACILITIES TO SUPPORT DENOMINATIONAL SACRAMENTAL RITES	4.27	54
F13 PREPARE CHAPLAIN FUNDS RECEIPTS FOR DEPOSIT	4.19	37
H15 PREPARE CHAPEL FACILITIES FOR ECUMENICAL SERVICES	4.11	72
H25 PREPARE CHAPEL FACILITIES TO SUPPORT GENERAL PROTESTANT WORSHIP SERVICES	3.95	76
H32 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES SUCH AS PRE- MARRIAGE OR PARENT EFFECTIVENESS TRAINING (P.E.T.)	3.85	47
G13 PREPARE TEMPORARY ISSUE RECEIPT FORMS (AF FOR 1297)	3.74	43
E26 PROVIDE INTEROFFICE DISTRIBUTION	3.64	60
F1 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK	3.51	53
I15 RESTORE CHAPEL FACILITIES AFTER USE	3.43	76
E9 MAINTAIN BULLETIN BOARDS	3.33	50
I4 CLEAN ECCLESIASTICAL EQUIPMENT	3.12	62
I5 CLEAN KITCHEN, COOKING UTENSILS, OR DISHES	2.84	60

TABLE 9
JOB DIFFICULTY INDICES FOR CAREER LADDER GROUPS

<u>JOB TYPES</u>		<u>JOB DIFFICULTY INDEX</u>
I	NON-APPROPRIATED FUND/PROFESSIONAL SUPPORT PERSONNEL	11.2
II	PROFESSIONAL SUPPORT/ADMINISTRATIVE PERSONNEL	8.5
III	NCOICs FINANCIAL MANAGEMENT/PROFESSIONAL SUPPORT PERSONNEL	13.4
IV	CHIEFS, SUPPORT ACTIVITIES	18.8
V	CHAPEL PROGRAM ADMINISTRATORS	18.4
VI	HEADQUARTERS PERSONNEL	16.2
VII	NON-APPROPRIATED FUND BOOKKEEPERS	6.6
<u>CLUSTERS</u>		
I	SUPPORT PERSONNEL	10.3
II	MANAGEMENT PERSONNEL	17.5

TABLE 10
JOB DIFFICULTY INDICES FOR DAFSC GROUPS

<u>DAFSC GROUP</u>		<u>JOB DIFFICULTY INDEX</u>
70130	APPRENTICE CHAPEL MANAGEMENT SPECIALIST	9.4
70150	CHAPEL MANAGEMENT SPECIALIST	11.0
70170	CHAPEL MANAGEMENT TECHNICIAN	16.5
70190	CHAPEL MANAGEMENT SUPERINTENDENT	17.0

COMPARISON OF SURVEY DATA TO CAREER LADDER DOCUMENTS

AFR 39-1 Specialty Descriptions

Survey data were compared to the AFR 39-1 Specialty Descriptions, dated 31 October 1977. These descriptions are intended to give a broad overview of the duties and tasks required to be performed by the various skill level personnel.

Overall, the 5-, 7-, and 9-skill level descriptions were found to provide a clear, comprehensive overview of the major duties and tasks performed at each skill level.

Specialty Training Standard (STS)

A review of 701X0 STS was made by comparing STS items to survey data. Subject matter experts at the Keesler Technical Training Center, Keesler AFB MS, matched the inventory tasks to the STS paragraphs. The STS reviewed was the tentative 701X0 STS scheduled for implementation in May 1978.

Overall, the new tentative 701X0 STS appears to provide excellent coverage of the tasks performed by personnel in the career field. The subject matter experts at Keesler were able to match all inventory items to the STS.

COMPARISON OF CURRENT SURVEY TO PREVIOUS STUDY

The results of this survey were compared to those of Occupational Survey Report (OSR) AFPT 90-701-116, dated 28 December 1973. Generally, the major results of both surveys are very similar and appear to reflect a stable career field.

Table 11 presents a listing of the functional groups identified in both surveys. The groups next to each other are those that most clearly match each other in terms of tasks performed. The only difference appears to be that the Professional Support/Administrative Personnel identified in this study were identified as two separate groups (Religious Services Support Specialist and Administrative Specialist) in the 1972 study. The new group in this study appears to be no more than a combination of the two older groups. Both of those groups did, however, exhibit some overlap in tasks performed at the time of that study. The combining of these two 1972 groups may be the result of reduced manning, which has forced fewer individuals to perform more tasks. There is also one additional, but small, difference. This study identified a job type called Non-Appropriated Fund Bookkeepers. This is a small group, which may have grouped somewhere else in the 1972 report and was not identified as a separate group.

Generally, a comparison of the DAFSC groups described in the 1972 study and those identified in this report showed little difference. All DAFSC groups appear to be performing the same functions as in 1973. Also, a comparison of the job interest expressed by personnel in both surveys was made. For all respondents, the percentage of respondents who felt their job was interesting rose from 71 percent in 1973 to 78 percent in 1978 study.

Generally, the results of this study validate the results of the previous report. The career field appears stable in all functions.

TABLE 11

A COMPARISON OF 1978 AND 1973 OSR JOB TITLES

<u>JOB GROUPS</u> <u>1978 STUDY</u>	<u>JOB GROUPS</u> <u>1973 STUDY</u>
NON-APPROPRIATED FUND/PROFESSIONAL SUPPORT PERSONNEL	BOOKKEEPER
	RELIGIOUS SERVICES SUPPORT SPECIALISTS
PROFESSIONAL SUPPORT/ADMINISTRATIVE PERSONNEL	ADMINISTRATIVE SPECIALISTS
NCOIC FINANCIAL MANAGEMENT/ PROFESSIONAL SUPPORT	APPROPRIATED FUND MANAGERS
CHIEF'S SUPPORT ACTIVITIES	CHIEF OF SUPPORT ACTIVITIES
CHAPEL PROGRAM ADMINISTRATORS	CHAPEL ADMINISTRATORS
HEADQUARTERS PERSONNEL	EXECUTIVE SUPPORT SUPERINTENDENTS
NON-APPROPRIATED FUND BOOKKEEPERS	

DISCUSSION

Overall, the results of this survey reflect a stable career ladder which has changed very little since 1973. The adoption in 1972 of the single-manager concept at the installation level is not only the "on paper" structure but the functional structure as well.

Career field documents (AFR 39-1, STS) appear to provide good coverage of the tasks performed by career field incumbents.

Unless there are major classification or management changes made in this career field, it should not be resurveyed within the next five years.

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GROUP ID NUMBER AND TITLE: SUPPORT PERSONNEL (GRP014)

NUMBER IN GROUP: 297

PERCENT OF SAMPLE: 54%

MAJOR COMMAND DISTRIBUTION: SAC (22%), ATC (15%), TAC (14%), MAC (13%),
USAFE (13%), PACAF (7%)

LOCATION: CONUS (75%), OVERSEAS (25%)

DAFSC DISTRIBUTION: 70130 (14%), 70150 (77%), 70170 (9%)

AVERAGE GRADE: 3.8

JOB DIFFICULTY INDEX: 10.3

AVERAGE TIME IN CAREER FIELD: 42 MONTHS

AVERAGE TIME IN SERVICE: 52 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 65%

AMOUNT OF SUPERVISION: SEVEN PERCENT SUPERVISE AN AVERAGE OF TWO SUBORDINATES

EXPRESSED JOB INTEREST: DULL (15%), SO-SO (14%), INTERESTING (71%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 29%
FAIRLY WELL OR BETTER 71%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 15%
FAIRLY WELL OR BETTER 85%

AVERAGE NUMBER OF TASKS PERFORMED: 58

GROUP DIFFERENTIATING TASKS:

TASKS

F5 MAINTAIN CHAPLAIN FUNDS PROPERTY
F16 PURCHASE CHAPLAIN FUNDS ITEMS
H1 ASSIST IN PREPARATION OF REFRESHMENTS FOR CHAPEL SOCIAL FUNCTIONS
H8 NEUTRALIZE CHAPEL ALTAR AFTER SERVICES
H16 PREPARE CHAPEL FACILITIES FOR MEMORIAL/FUNERAL SERVICES
I5 CLEAN KITCHEN, COOKING UTENSILS, OR DISHES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT BY ALL MEMBERS

H PROVIDING PROFESSIONAL PROGRAM SUPPORT	33
F PROVIDING NON-APPROPRIATED FUND (NAF) SUPPORT	16
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	16
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	15
G PROVIDING APPROPRIATED FUND SUPPORT	6
B DIRECTING AND IMPLEMENTING	5

GROUP ID NUMBER AND TITLE: NON-APPROPRIATED FUND/PROFESSIONAL SUPPORT
PERSONNEL (GRP044)

NUMBER IN GROUP: 146

PERCENT OF SAMPLE: 27%

MAJOR COMMAND DISTRIBUTION: SAC (21%), TAC (15%), MAC (14%), USAF (14%),
ATC (9%), PACAF (6%), AFLC (6%), AFSC (5%)

LOCATION: CONUS (73%), OVERSEAS (27%)

DAFSC DISTRIBUTION: 70130 (16%), 70150 (79%), 70170 (4%), NOT REPORTED (1%)

AVERAGE GRADE: 3.7

JOB DIFFICULTY INDEX: 11.2

AVERAGE TIME IN CAREER FIELD: 38 MONTHS

AVERAGE TIME IN SERVICE: 47 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 69%

AMOUNT OF SUPERVISION: ONE INDIVIDUAL SUPERVISES ONE SUBORDINATE

EXPRESSED JOB INTEREST: DULL (12%), SO-SO (14%), INTERESTING (74%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 21%
FAIRLY WELL OR BETTER 79%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 11%
FAIRLY WELL OR BETTER 88%
NOT REPORTED 1%

AVERAGE NUMBER OF TASKS PERFORMED: 63

GROUP DIFFERENTIATING TASKS:

TASKS

F1 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK
F4 MAINTAIN CHAPLAIN FUNDS ACCOUNTING RECORDS
F8 MAKE PRE-SERVICE PREPARATION OF CHAPEL OFFERING CERTIFICATE FORMS (AF FORM 1419)
F13 PREPARE CHAPLAIN FUNDS RECEIPTS FOR DEPOSIT
F17 RECEIVE, INSPECT FOR DAMAGE, AND INVENTORY CHAPLAIN FUNDS PURCHASES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

H PROVIDING PROFESSIONAL PROGRAM SUPPORT	31
F PROVIDING NON-APPROPRIATED FUND (NAF) SUPPORT	29
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	14
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	11
G PROVIDING APPROPRIATED FUND SUPPORT	5
B DIRECTING AND IMPLEMENTING	4

GROUP ID NUMBER AND TITLE: PROFESSIONAL SUPPORT/ADMINISTRATIVE PERSONNEL (GRP045)

NUMBER IN GROUP: 90

PERCENT OF SAMPLE: 16%

MAJOR COMMAND DISTRIBUTION: ATC (29%), SAC (21%), TAC (12%), MAC (10%),
USAFE (10%), PACAF (8%)

LOCATION: CONUS (78%), OVERSEAS (22%)

DAFSC DISTRIBUTION: 70130 (16%), 70150 (82%), 70170 (2%)

AVERAGE GRADE: 3.4

JOB DIFFICULTY INDEX: 8.5

AVERAGE TIME IN CAREER FIELD: 32 MONTHS

AVERAGE TIME IN SERVICE: 37 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 82%

AMOUNT OF SUPERVISION: FOUR PERCENT SUPERVISE AN AVERAGE OF TWO SUBORDINATES

EXPRESSED JOB INTEREST: DULL (16%), SO-SO (18%), INTERESTING (65%),
NOT REPORTED (1%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 39%
FAIRLY WELL OR BETTER 61%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 19%
FAIRLY WELL OR BETTER 81%

AVERAGE NUMBER OF TASKS PERFORMED: 51

GROUP DIFFERENTIATING TASKS:

TASKS

E22 PREPARE CHAPEL BULLETINS
E26 PROVIDE INTEROFFICE DISTRIBUTION
H30 PREPARE FACILITIES AND EQUIPMENT FOR ADULT VALUE EDUCATION
H7 MAINTAIN RELIGIOUS EDUCATION VOLUNTEER STAFF ROSTERS
H17 PREPARE CHAPEL FACILITIES TO SUPPORT CATHOLIC SACRAMENTAL RITES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT BY ALL MEMBERS

H PROVIDING PROFESSIONAL PROGRAM SUPPORT	39
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	23
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	20
B DIRECTING AND IMPLEMENTING	4
C INSPECTING AND EVALUATING	4
A ORGANIZING AND PLANNING	3

GROUP ID NUMBER AND TITLE: NCOICs FINANCIAL MANAGEMENT/PROFESSIONAL
SUPPORT PERSONNEL (GRP042)

NUMBER IN GROUP: 42

PERCENT OF SAMPLE: 8%

MAJOR COMMAND DISTRIBUTION: SAC (26%), MAC (14%), TAC (14%), USAFE (12%),
USAFA (10%), PACAF (7%), AFLC (5%), AFSC (5%),
ATC (5%)

LOCATION: CONUS (76%), OVERSEAS (24%)

DAFSC DISTRIBUTION: 70130 (5%), 70150 (62%), 70170 (33%)

AVERAGE GRADE: 4.7

JOB DIFFICULTY INDEX: 13.4

AVERAGE TIME IN CAREER FIELD: 68 MONTHS

AVERAGE TIME IN SERVICE: 94 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 22%

AMOUNT OF SUPERVISION: 21 PERCENT SUPERVISE AN AVERAGE OF TWO SUBORDINATES

EXPRESSED JOB INTEREST: DULL (19%), SO-SO (5%), INTERESTING (76%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 26%
FAIRLY WELL OR BETTER 74%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 19%
FAIRLY WELL OR BETTER 81%

AVERAGE NUMBER OF TASKS PERFORMED: 71

GROUP DIFFERENTIATING TASKS:

TASKS

G1 ANNOTATE INVOICES FOR SERVICES OR MATERIAL RECEIVED
G2 DISPOSE OF EXCESS OR UNSERVICEABLE APPROPRIATED FUND PROPERTY
G4 INVENTORY APPROPRIATED FUND EQUIPMENT
G10 PREPARE ISSUE/TURN-IN REQUEST FORMS (AF FORM 2005)
G12 PREPARE REQUEST FOR ISSUE OR TURN-IN FORMS (DD FORM 1150)

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

H PROVIDING PROFESSIONAL PROGRAM SUPPORT	24
G PROVIDING APPROPRIATED FUND SUPPORT	22
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	14
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	13
C INSPECTING AND EVALUATING	7
B DIRECTING AND IMPLEMENTING	7

GROUP ID NUMBER AND TITLE: MANAGEMENT PERSONNEL (GRP016)

NUMBER IN GROUP: 218

PERCENT OF SAMPLE: 40%

MAJOR COMMAND DISTRIBUTION: SAC (17%), ATC (15%), USAFE (14%), TAC (13%),
MAC (11%), PACAF (7%)

LOCATION: CONUS (71%), OVERSEAS (28%), NOT REPORTED (1%)

DAFSC DISTRIBUTION: 70130 (1%), 70150 (21%), 70170 (59%), 70190 (19%)

AVERAGE GRADE: 6.2

JOB DIFFICULTY INDEX: 17.5

AVERAGE TIME IN CAREER FIELD: 165 MONTHS

AVERAGE TIME IN SERVICE: 184 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 6%

AMOUNT OF SUPERVISION: 69 PERCENT SUPERVISE AN AVERAGE OF FOUR SUBORDINATES

EXPRESSED JOB INTEREST: DULL (3%), SO-SO (7%), INTERESTING (88%),
NOT REPORTED (2%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 7%
FAIRLY WELL OR BETTER 92%
NOT REPORTED 1%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 5%
FAIRLY WELL OR BETTER 95%

AVERAGE NUMBER OF TASKS PERFORMED: 93

GROUP DIFFERENTIATING TASKS:

TASKS

- A4 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES
- A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OIs), OR STANDING
OPERATING PROCEDURES (SOPs)
- B7 DIRECT DEVELOPMENT OR MAINTENANCE OF STATUS BOARDS, GRAPHS, OR CHARTS
- C5 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES
- C16 EVALUATE WORK SCHEDULES
- D14 DETERMINE TRAINING REQUIREMENTS
- D20 MAINTAIN OJT TRAINING RECORDS (AF FORM 623)

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

C INSPECTING AND EVALUATING	21
A ORGANIZING AND PLANNING	16
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	15
B DIRECTING AND IMPLEMENTING	13
H PROVIDING PROFESSIONAL PROGRAM SUPPORT	10
G PROVIDING APPROPRIATED FUND SUPPORT	7

GROUP ID NUMBER AND TITLE: CHIEFS, SUPPORT ACTIVITIES (GRP069)

NUMBER IN GROUP: 101

PERCENT OF SAMPLE: 18%

MAJOR COMMAND DISTRIBUTION: SAC (14%), TAC (17%), USAF (13%), MAC (13%),
ATC (10%), AFLC (5%)

LOCATION: CONUS (74%), OVERSEAS (24%), NOT REPORTED (2%)

DAFSC DISTRIBUTION: 70150 (5%), 70170 (77%), 70190 (18%)

AVERAGE GRADE: 6.5

JOB DIFFICULTY INDEX: 18.8

AVERAGE TIME IN CAREER FIELD: 182 MONTHS

AVERAGE TIME IN SERVICE: 184 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: ONE PERCENT

AMOUNT OF SUPERVISION: 96 PERCENT SUPERVISE AN AVERAGE OF FOUR SUBORDINATES

EXPRESSED JOB INTEREST: SO-SO (7%), INTERESTING (90%), NOT REPORTED (3%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 6%
FAIRLY WELL OR BETTER 92%
NOT REPORTED 2%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 6%
FAIRLY WELL OR BETTER 94%

AVERAGE NUMBER OF TASKS PERFORMED: 97

GROUP DIFFERENTIATING TASKS:

TASKS

- A1 ASSIGN PERSONNEL TO DUTY POSITIONS
- A2 COORDINATE ASSIGNMENT ACTIONS WITH PERSONNEL
- A9 ESTABLISH ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OIs), OR STANDING
OPERATING PROCEDURES (SOPs)
- A22 SCHEDULE LEAVES, PASSES, OR TDY
- B9 IMPLEMENT MANAGEMENT RESOURCES PROGRAMS
- B19 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 70150) PERSONNEL
- B22 SUPERVISE CIVILIAN PERSONNEL
- C16 EVALUATE WORK SCHEDULES
- C26 WRITE APRs
- D17 EVALUATE PROGRESS OF OJT TRAINEES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

C INSPECTING AND EVALUATING	23
A ORGANIZING AND PLANNING	18
B DIRECTING AND IMPLEMENTING	15
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	14
H PROVIDING PROFESSIONAL PROGRAM SUPPORT	8
D TRAINING	8

GROUP ID NUMBER AND TITLE: CHAPEL PROGRAM ADMINISTRATORS (GRP061)

NUMBER IN GROUP: 57 PERCENT OF SAMPLE: 10%

MAJOR COMMAND DISTRIBUTION: USAFE (26%), TAC (14%), SAC (11%), ADC (9%),
MAC (9%), AFSC (7%), ATC (7%), PACAF (7%)

LOCATION: CONUS (56%), OVERSEAS (44%)

DAFSC DISTRIBUTION: 70130 (4%), 70150 (56%), 70170 (40%)

AVERAGE GRADE: 5.1

JOB DIFFICULTY INDEX: 18.4

AVERAGE TIME IN CAREER FIELD: 104 MONTHS

AVERAGE TIME IN SERVICE: 124 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 18%

AMOUNT OF SUPERVISION: 46 PERCENT SUPERVISE AN AVERAGE OF THREE SUBORDINATES

EXPRESSED JOB INTEREST: DULL (7%), SO-SO (7%), INTERESTING (84%),

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 9%
FAIRLY WELL OR BETTER 91%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 4%
FAIRLY WELL OR BETTER 96%

AVERAGE NUMBER OF TASKS PERFORMED: 125

GROUP DIFFERENTIATING TASKS:

TASKS

A5 DETERMINE WORK PRIORITIES
A15 PLAN OR SCHEDULE WORK ASSIGNMENTS
B13 MONITOR CONTRACT JANITORIAL ACTIVITIES
C7 EVALUATE COMPLIANCE WITH WORK STANDARDS
E2 CONSOLIDATE INFORMATION FOR CHAPLAIN STATISTICAL AND FACILITY
UTILIZATION REPORT FORMS (AF FORM 1270)
E6 DRAFT CHAPEL PUBLICITY MATERIALS
E21 PREPARE CHAPEL ACTIVITIES SCHEDULES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

H PROVIDING PROFESSIONAL PROGRAM SUPPORT	21
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	16
C INSPECTING AND EVALUATING	13
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	10
A ORGANIZING AND PLANNING	10
B DIRECTING AND IMPLEMENTING	9

A 7

GROUP ID NUMBER AND TITLE: HEADQUARTERS PERSONNEL (GRP040)

NUMBER IN GROUP: 31

PERCENT OF SAMPLE: 6%

MAJOR COMMAND DISTRIBUTION: PACAF (13%), SAC (13%), AFCS (10%), ATC (10%),
TAC (10%), ADCOM (7%), AFLC (7%), AFSC (7%),
USAFE (7%), USAFSS (7%)

LOCATION: CONUS (81%), OVERSEAS (19%)

DAFSC DISTRIBUTION: 70150 (3%), 70170 (29%), 70190 (68%)

AVERAGE GRADE: 7.5

JOB DIFFICULTY INDEX: 16.2

AVERAGE TIME IN CAREER FIELD: 223 MONTHS

AVERAGE TIME IN SERVICE: 233 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: NONE

AMOUNT OF SUPERVISION: 46 PERCENT SUPERVISE AN AVERAGE OF THREE SUBORDINATES

EXPRESSED JOB INTEREST: DULL (3%), SO-SO (3%), INTERESTING (91%),
NOT REPORTED (3%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 3%
FAIRLY WELL OR BETTER 97%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 3%
FAIRLY WELL OR BETTER 94%
NOT REPORTED 3%

AVERAGE NUMBER OF TASKS PERFORMED: 65

GROUP DIFFERENTIATING TASKS:

TASKS

A7 DEVELOP CRITERIA FOR STAFF ASSISTANCE/SURVEILLANCE VISITS
A20 PRESENT BRIEFINGS
A29 SUPPORT REQUIREMENTS FOR DISTINGUISHED VISITORS
C5 EVALUATE ADMINISTRATIVE FORMS, FILES, OR PROCEDURES
C9 EVALUATE INSPECTION REPORTS OR PROCEDURES
C19 INSPECT AND EVALUATE OJT PROGRAMS

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

C INSPECTING AND EVALUATING	36
A ORGANIZING AND PLANNING	22
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	13
B DIRECTING AND IMPLEMENTING	13
D TRAINING	7

GROUP ID NUMBER AND TITLE: NON-APPROPRIATED FUND BOOKKEEPERS (GRP035)

NUMBER IN GROUP: 11 PERCENT OF SAMPLE: 2%

MAJOR COMMAND DISTRIBUTION: ATC (46%), PACAF (18%), SAC (18%), MAC (9%),
USAFE (9%)

LOCATION: CONUS (73%), OVERSEAS (27%)

DAFSC DISTRIBUTION: 70130 (18%), 70150 (73%), 70170 (9%)

AVERAGE GRADE: 3.6 JOB DIFFICULTY INDEX: 6.6

AVERAGE TIME IN CAREER FIELD: 36 MONTHS

AVERAGE TIME IN SERVICE: 63 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 63%

AMOUNT OF SUPERVISION: NO INDIVIDUALS SUPERVISE OTHERS

EXPRESSED JOB INTEREST: DULL (9%), SO-SO (46%), INTERESTING (49%)

PERCEIVED UTILIZATION OF TALENTS: LITTLE OR NOT AT ALL 18%
FAIRLY WELL OR BETTER 82%

PERCEIVED UTILIZATION OF TRAINING: LITTLE OR NOT AT ALL 36%
FAIRLY WELL OR BETTER 64%

AVERAGE NUMBER OF TASKS PERFORMED: 29

GROUP DIFFERENTIATING TASKS:

TASKS

F1 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK
F4 MAINTAIN CHAPLAIN FUNDS ACCOUNTING RECORDS
F9 PREPARE AGENDAS FOR CHAPLAIN FUNDS COUNCIL MEETINGS
F10 PREPARE AND PROCESS CHAPLAIN FUNDS COUNCIL MINUTES
F16 PURCHASE CHAPLAIN FUNDS ITEMS

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT
BY ALL MEMBERS

F PROVIDING NON-APPROPRIATED FUND (NAF) SUPPORT	66
H PROVIDING PROFESSIONAL PROGRAM SUPPORT	10
I OPERATING EQUIPMENT AND MAINTAINING FACILITIES	7
G PROVIDING APPROPRIATED FUND SUPPORT	5
E PERFORMING GENERAL CHAPEL ADMINISTRATION ACTIVITIES	4